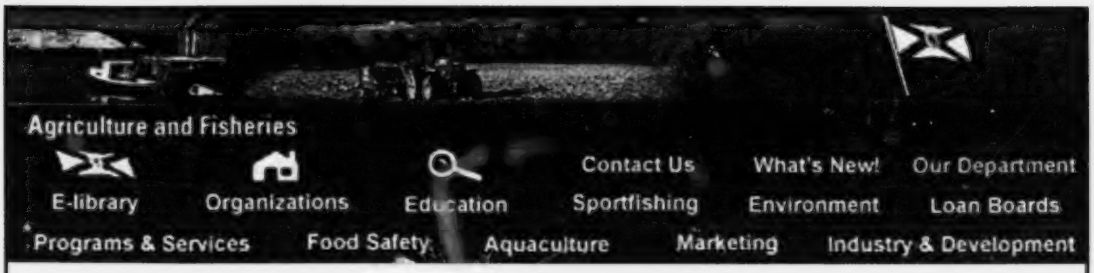

Business Plan 2000–01
for the former Department of Fisheries and Aquaculture
Released: April 6, 2000

Table of Contents:

- Planning Context
- Mission
- Strategic Goals
- Core Business Functions
- Priorities for 2000/ 2001
- Budgeting Context 2000 - 2001
- Outcomes and Outcome Measures

Planning Context

A Leader In Seafood Production
Nova Scotia exports more seafood around the world than any other province in Canada. Nova Scotia posted record landed values of $541 million in 1998, making it the richest fishery in Atlantic Canada. Nova Scotia seafood continues to lead provincial export commodities and topped $1 billion in 1999.

The Economic Backbone of Rural Communities
Fishing and aquaculture generate over $1 billion for the economy of Nova Scotia and constitute the economic backbone of over 350 communities. About 13,500 Nova Scotians derive their living directly from fishing and aquaculture. Another 7000 jobs are generated in spin-off activities from manufacturing to trucking. The sport fishery generates $82 million for the provincial economy and sustains some 3000 jobs. It helps to support a vibrant tourism industry.

Sustaining and Growing a Viable and Vibrant Fishery

The Department of Fisheries and Aquaculture is committed to ensuring the continued success and future prosperity of Nova Scotia's fishing, aquaculture and sportfishing industries. A viable, well-managed fishery is a vital key to ensuring strong, self-reliant rural communities. The department recognizes the traditional strength of the fishery and the importance of seizing new economic opportunities to build a strong rural economy for today and for the future.

The Department carries out its mandated functions under the Fisheries and Coastal Resources Act, and Fisheries Organizations Support Act. It is organized into seven functional divisions and operates with a core staff of 97 employees in Halifax, Pictou, eight field offices and two hatcheries. Meeting the Challenges and Opportunities Ahead

During the coming year, the department will target its resources to:

- ensure that NS receives a fair share of ocean resources and that fishery interests are represented to Ottawa;
- improve department-industry relations and resolution of fishery issues;
- address the problem of illegal fishing, buying and selling;
- cooperate with relevant agencies to resolve issues around aboriginal fisheries
- expand opportunities for economic growth in NS's rural communities;
- promote and market NS seafood products worldwide;
- expand partnership opportunities to optimize public investment;
- work with stakeholders to maintain critical harbour infrastructure.

In addition, the department is committed to:

- contributing to open, accountable government;
- meeting the government objectives for fiscal prudence;
- delivering affordable, quality programs and services;
- contributing to life-long learning through fisheries training programs.

Budget allocations are based on 1999-2000 estimates. Key functional areas are as follows:

Operational Area	Allocation
Offices, Minister and Deputy-Minister, administrative services	$446,000
Fisheries and Aquaculture Loan Board	$488,000
Resource development, field services, policy and planning	$1,122,000
Technology development, licensing of fish processing and buying activities, inspection, and enforcement	$1,217,000
Aquaculture leasing and licensing, extension services, fish health, development	$816,000
Market development, promotions, economic services	$466,000
Education and training	$545,000
Inland sport fishery management, hatchery and fish stocking operations, public education	$616,000
Total Budget (net)	$5,716,000

Mission

"To serve, develop and optimize the harvesting, processing and recreational segments of the Nova Scotia fishing and aquaculture industries for the betterment of our coastal communities and the province as a whole."

Strategic Goals

Departmental strategic goals are tied to over-arching government goals and objectives.

1. Protect Nova Scotia interest in fishery management policies to ensure fair economic opportunities in our rural regions;
2. Foster a climate for economic growth and job creation in rural communities by promoting and supporting opportunities for diversification;
3. Create a strategic environment for a sustainable and expanding aquaculture industry;
4. Work with NS seafood producers to promote their products worldwide, develop new products and penetrate new markets;
5. Ensure that programs and services to the fishing and aquaculture sectors offer best value for money, and are accountable for results achieved;
6. Conserve and enhance inland fish stocks and increase economic returns for businesses servicing a sportfishing clientele;
7. Support life-long learning in NS's coastal and rural communities by providing training in fisheries and aquaculture.

2.4 Core Business Functions

NS Fisheries and Aquaculture is committed to meeting eight specific Blue Book Agenda commitments. These are captured in the following description of core business functions and in the priorities for 2000-01.

Resource management and development:

- protect Nova Scotia's interests in government/industry discussions on managing and sharing marine resources;
- work with federal and provincial agencies to address Native and non-Native fishing issues;
- build on the inherent strengths of our rural and coastal communities by developing new fisheries, aquaculture, recreational fishing and boat building;
- manage Nova Scotia's freshwater resources.

Administer and issue licenses, leases and loans, and enforce regulations:

- ensure sustainable resources and stable jobs in fish processing, aquaculture, sea plant harvesting and the sport fishery;
- tackle the problem of illegal fishing, buying and selling of fish products.

Technical and marketing services:

- improve production, value and sales of Nova Scotia wild and farmed seafood;
- assist the development of new seafood products and value-added processing;
- increase marketability and exports of Nova Scotia-built vessels and fishing

- help communities maintain essential harbour infrastructure for the fishing industry and other coastal users.

Education and Training:

- promote and help Nova Scotians achieve life-long learning skills in the traditional fisheries and in new emerging job sectors including aquaculture and eco-tourism.

Priorities for 2000/ 2001

Goal 1: Protect NS interests in fishery management policies to ensure fair economic opportunities in our rural regions

- Tackle growing problem of illegal fishing, buying and selling by strengthening fisheries enforcement efforts;

- Ensure that the Federal Government clearly defines who is eligible to participate in the Native food and treaty rights fishery;

- Aggressively represent Nova Scotian fishing interests to Ottawa to ensure a fair share of resources and that Nova Scotian concerns are heard;

- The Minister's Council will meet twice a year with industry groups to address major issues, including offshore oil and gas development.

- Foster conservation and sustainable development of Nova Scotia's marine resources.

Linkages and Partnerships

The Department will continue to work with numerous government partners, industry and stakeholder groups to address issues related to NS's marine resources including:

- conservation of marine fish stocks and habitat;
- illegal fishing activities;
- a smooth transition of the Supreme Court Decision that allows for commercial Native fishing and treaty rights;
- access to marine resources for new commercial ventures (non-traditional species and marine sportfishing)

- NS Justice, Aboriginal Affairs
- DFO commercial fishing groups
- Regional Harbour Authorities
- Environment Canada
- Canada/NS Petroleum Board

Goal 2 Foster a climate for economic growth and job creation in rural communities by promoting and supporting opportunities for diversification

- Support policies which recognize that the traditional strength of the fishery in NS has been diversification of plant, vessel and gear type;

- Support innovation and self-reliance in rural communities by assisting efforts to develop new fish harvesting and export opportunities;

- Maintain stability in the industry and foster a competitive business climate by providing financial support through the Fisheries and Aquaculture Loan Board.

- Establish a mechanism to allow licenses, ITQs and EAs to be considered assets in arranging for loans through the Fisheries and Aquaculture Loan Baord;

- Pursue a new federal/provincial development agreement focussed on marketing, value-added and diversification.

Linkages and Partnerships

The Department will continue to leverage its resources and maximize opportunities for economic growth by working with numerous partners in the public and private sectors including:

- harvesters, processors, aquaculturists and boatbuilders;
- Department of Fisheries and Oceans;
- Atlantic Canada Opportunities Agency ;
- NS Department of Economic Development;

Goal 3 Create a strategic environment for a sustainable and expanding aquaculture industry

- provide suitable aquatic lease space for increased aquaculture activity

- provide on-site fish health, technical and farm management support;

- promote best husbandry practices and new farm species to improve the industry's ability to compete effectively;

- recruit experienced, low-risk aquaculture investment in the province.

Linkages and Partnerships

The Department works with multiple agencies to provide seamless service delivery to its clientele.

- DFO
- NS Economic Development
- Atlantic Canada Opportuntities Agency
- National Research Council
- NS Agriculture college
- Aquaculture Association of NS

Goal 4. Work with NS seafood producers to promote their products worldwide, develop new products and penetrate new markets

- Increase sales of NS seafood products, including aquaculture products, in the food service industry through targeted marketing and promotions;

- Promote research and development of new seafood products, especially value-added products;

- Place real emphasis on marketing NS seafood products as an integral part of our "Buy Nova Scotia First" program;

- Assist fish processors meet compliance requirements of the Canadian Food and Inspection Agency and other health and safety matters.

Linkages and Partnerships

- local, national and international food service industry;
- government partners (NS Economic Development, Agriculture and Marketing);

Seafood is NS's leading export. The department will continue to work with industry clients, government agencies and research establishments to maintain strong market demand for NS seafood.

- aquaculture industry;
- seafood processors.

Goal 5 Ensure that programs and services to the fishing and aquaculture sectors offer best value for money, and are accountable for results achieved

- Continue to participate in annual business and budget planning process to ensure that the department delivers its programs and services within designated budget targets and reports on performance;

- Continue to provide direct, single-window service delivery to our clients through offices based in rural centres;

- Improve public and client access to information and departmental services through an enhanced Website;

Linkages and Partnerships

The department will continue to work with central agencies and individual departments in the government-wide business/budget planning cycle.

Goal 6 Conserve and enhance inland fish stocks and increase economic returns for businesses servicing a sportfishing clientele

- Manage the inland resource through successful partnerships with stakeholder groups;

- Promote sportfishing in Nova Scotia through stocking programs, sportfishing events, and new angling opportunities;

- Raise public awareness and promote conservation through the Adopt-A-Stream and other educational programs.

- universities
- individual anglers groups
- First Nations
- community groups & schools
- NS Natural Resources

Linkages and Partnerships

The department will continue to network with some 60 non-governmental agencies and various government agencies on a broad variety of initiatives aimed at:

- enhancing aquatic science;
- management, conservation, enhancement and enforcement of inland fish stocks

Goal 7 Support life-long learning in NS's coastal and rural communities by providing training in fisheries and aquaculture, and consulting services

- Ensure that our educational system reflects the diverse nature of Nova Scotia's communities by providing traditional training programs and new courses in emerging areas such as eco-tourism and aquaculture;

- assist commercial harvesters to meet new federal requirements for Marine Emergency Duty training (MED).

Linkages and Partnerships

The department partners with other educational institutions in the province to deliver sea faring training to foreign clients.

Budgeting Context 2000-2001 (Total: $5,716,000 net)

The Department's operating budget for 2000-01 has been reduced by $385,800, which represents a reduction of 3.06% from 1999-2000. The Older Fisheries Workers' Assistance, which was recorded in budget year 1999-2000, was a one-time injection of $3.5 million used to assist older fishers displaced by the downturn in the groundfish industry. It did not go toward the department's operating budget. Despite budget reductions, departmental programs and services will be maintained.

Budget allocations by functional area for 2000-01 are as follows:

Administration, Offices of Minister and Deputy Minister ($446,000 net)

Provides overall planning and strategic direction to the department.

Aquaculture ($816,000 net)

The department is the lead agency for aquaculture development in Nova Scotia. It is legislated to administer and issue leases and licenses for aquaculture sites. The department will continue to provide extension and fish health services to help industry members optimize and protect their investment. It will also work with industry and other government agencies on research and development projects to introduce new species for cultivation and improve farming operations. These efforts support the Government's Blue Book Agenda and strategy aimed at building strong communities with diversified economies.

Loan Board ($488,000 net)

The Fisheries and Aquaculture Loan Board oversees lending operations aimed at providing long-term economic stability to the fishing and aquaculture industries. The Department is addressing a specific Blue Book commitment that will allow licenses, ITQs and EAs to be considered as valued assets for determining loan arrangements through the Loan Board.

Inland Fisheries ($ 616,000 net)

The Department is responsible for managing the inland sportfish resource, and works closely with angling and community groups to manage this resource. Under its Recreational Angling Program, it operates two hatcheries and stocks several hundred lakes, streams and rivers each year. This program enhances angling opportunities and helps to conserve wild fish stocks. Through the field and extension services, staff carry out conservation and programs such as Adopt-A-Stream. Sportfishing adds significantly to Nova Scotia's tourism industry both directly and in spin-off activities.

Marketing ($466,000 net)

The department provides assistance for market and product research, participation in trade shows, product development and promotions. Staff track national and international trade issues and prepare reports, which are made available to industry. Through its economic and information services, the department provides current statistical information, as well as educational and promotional materials on the fishery and seafood products. The Department will continue to examine ways of improving services to clients, including use of the Internet.

Policy, Planning and Coastal Resources ($1,122,000 net)

This division is responsible for departmental planning and policy development. It also represents provincial interests at multi-jurisdictional discussions on resource management and allocation issues. Through the Field Services, it provides one-stop, community-based assistance to commercial harvesters, processors, aquaculturists and sportfishing groups.

Throughout the next fiscal year, the department will continue to direct resources to addressing several Blue Book Agenda commitments, namely:

- Ensure that the Federal Government clearly defines who is eligible to participate in the Native food fishery;
- Immediately meet with representatives of NS's fishing sector to establish a more effective, joint process for advocating on behalf of the industry with the Government of Canada;
- Aggressively represent Nova Scotians fishing interests to Ottawa.

Technology and Inspection ($ 1,217,000 net)

The department assists harvesters, processors and aquaculturists transfer and apply new technology. It also provides assistance to maintain essential harbour infrastructure. In accordance with its legislated mandate, the department administers and issues licenses for fish processing and buying activities. It is also responsible for inspecting processing plants, fish buying activities, aquaculture operations and marine plant harvesting activities. The government has identified a number of technology and enforcement commitments in its Blue Book Agenda:

- Support policies which recognize that the traditional strength of the fishery in NS has been diversification of plant, vessel and gear type;
- Promote research and development of new seafood products, especially "value-added" products,
- Tackle the growing problem of illegal fishing, buying and selling by strengthening fisheries enforcement efforts.

The Department will direct $125,000 in new funding to combat the growing problem of illegal fishing.

Training ($ 545,000 net)

The department provides training through the School of Fisheries and Aquaculture in Pictou, which operates on a cost-recovery basis. Training staff deliver core programs both at the school and in communities throughout the province. They also custom design courses in accordance with specific requirements of domestic and foreign clients. The department will support government efforts to improve life-long learning opportunities for all Nova Scotians including youth.

Outcomes & Outcome Measures

See Tables below.

Highlights from Communications

Key Messages

- Promote the Nova Scotia Department of Fisheries and Aquaculture as a vital player in growing Nova Scotia's commercial fishing, aquaculture and sportfishing industries.

- Repeat the message that despite turbulent times, the fishery continues to grow in value.

- Reiterate that a healthy fishery, including aquaculture, benefits all Nova Scotians because it creates jobs in our coastal communities and contributes hundreds of millions of dollars to the provincial economy.

- Stress the department's commitment to combating illegal fishing through the allocation of additional funds in this area.

Actions

- Support our messages through advertising, media, press releases and speeches;
- Promote consistent and relevant department and industry information to our stakeholders through a detailed communications plan;
- Continue to promote department messages via a stakeholder's newsletter;
- Partner with relevant federal departments and industry associations to engage in joint communications initiatives;
- Actively monitor and create content for the Department's website;
- Build and extend contacts with key media people.

Audiences

- Fishermen, processors, plant workers
- Fishing industry associations and groups
- Nova Scotians in general
- Media
- Other government departments and crown corporations (federal and provincial)
- Universities and Technical Colleges

Highlights from Human Resources

Priorities for-2000-2001:

- Provide corporate consultative advice and assistance to the Department with regard to its strategic initiatives, restructuring efforts, organizational design and labour relations issues;
- Provide guidance and support to departmental managers in Human Resource Planning, enhancing the Department's ability to meet goals and future challenges;
- Continue to support the Corporate Integrated Management Development initiative by coordinating the Succession Planning and Performance Management processes within the Department. This includes providing ongoing consultative support to managers as well as analytical and planning support to the Department throughout the process. Career planning will be provided in conjunction with this initiative;
- Continue to provide quality, cost effective training and development opportunities and human resources programs customized to meet identified needs within the Department;
- Continue the provision of efficient personnel, payroll and benefit administration services for

all employees;

- Streamline the Disability Case Management process and continue the provision of related consultative and support services leading to improved employee morale and productivity;

- Provide advice and assistance regarding Occupational Health and Safety Program changes which ensure compliance with related legislation and the provision of a safe and healthy workplace;

- Assist Managers in their Occupational Health and Safety Audit preparation by leading audit readiness exercises and follow up in their sections.

Highlights from Information Technology

Priorities for 2000-2001 include:

- Providing operational support. The IT Division provides support for business systems, desktops and networks. This includes providing telephone support through the CSU Help Desk, fixing system faults, providing enhancements, monitoring network and server data backups.

- Providing operational planning for IT systems. The division provides a planning component for IT systems. This includes hardware capacity planning, network capacity and data connectivity planning, system component specification planning and implementation scheduling.

- Prioritizing divisional IT initiatives. During 1999, the Year 2000 issue was identified as the number-one priority. Beginning in 2000, the Information Technology Division will work with divisional staff to prioritize divisional initiatives and convey those initiatives to senior management of the department. The prioritization will be connected to the business plans for the department, and IT plans for Budget Year 2000-2001 will be aligned with the departmental business plans.

- Enhancing the Fisheries Licensing system resulting from new legislation. A commitment in the Government's Blue Book agenda is also to *"Tackle the growing problem of illegal fishing, buying and selling by strengthening the Fisheries Enforcement efforts."*

- Providing IT consulting services and resources to implement IT initiatives across the department dependent on resource availability and department priorities.

Goal: Stimulate Economic Growth/Job Creation

Outcome	Indicator	Measure
Strengthened aquaculture industry	• Aquaculture production • Growth in aquaculture jobs • Growth in commercial aquaculture development	• Value of aquaculture landings • Jobs created • Number of commercial farms in Nova Scotia
Establishment of fisheries that target new species	• Production from fisheries targeting new species	• Landed value of non-traditional species
A viable and productive seafood	• Production from	• Value of landings

industry	traditional fisheries • Export production from fishery	• Percentage of Canadian landed value for marine species • Value of seafood exports
A strong fish processing sector	• Licensing of fish processing facilities in Nova Scotia	• Number of viable fish processing facilities
Strong boat building industry through sales of vessels on international markets	• Production of vessels for export market	• Value of vessel sales to export markets • Number of people employed in boat building

Goal: Conserve and Enhance Sportfish Stocks

Outcome	Indicator	Measure
Improve sportfish infrastructure	• Development of sportfishing boat ramps	• Number of boat launch ramps built
Strengthened trout fishery	• Trout stocking	• Number of trout stocked in the province
Fish habitat improvement	• Successful partnerships developed with non-government organizations	• Number of non-government organizations involved in departmental programs
Expanded angling opportunities	• Competitive angling events • Winter angling sites	• Number of events • Number of sites

Goal: Improve Services for Nova Scotians

Outcome	Indicator	Measure
Successful financial support program for the fishing and aquaculture industries	• Performance of the Loan Board • Introduction of technology for new harvesting and processing opportunities	• Level of arrears for loans • Write-off levels for loans • Number of new development opportunities
Maintained extension and fish health services for aquaculture industry	• Service provided to fish farmers	• Visits to sites and consultations with growers
Improved flexibility and availability of programs to meet training requirements of Nov Scotians	• Delivery of programs, extension and consultation services	• Student enrollment • Number of training partnerships

Goal: Protect the Interests of Nova Scotians and Nova Scotia Coastal Communities

Outcome	Indicator	Measure
Effective consultation forums for aquaculture development	• Establishment of RADACs and the public hearing process to facilitate community-based consultations on aquaculture development	• Number of consultations held in the province through RADAC and public hearing
Establishment of a viable resource protection program for inland fisheries	• Enforcement activities/interaction with the public	• Number of enforcement contacts in the field

For more information, contact the Agriculture and Fisheries. Last updated: May, 2001
This page and all contents are Copyright © 2001, NS Department of Agriculture and Fisheries.
All rights reserved. Disclaimer.